

Agile And Project Portfolio Management Ppm Deloitte

Agile Portfolio Management Microsoft Press

You have too many projects, and firefighting and multitasking are keeping you from finishing any of them. You need to manage your project portfolio. This fully updated and expanded bestseller arms you with agile and lean ways to collect all your work and decide which projects you should do first, second, and never. See how to tie your work to your organization's mission and show your managers, your board, and your staff what you can accomplish and when. Picture the work you have, and make those difficult decisions, ensuring that all your strength is focused where it needs to be. All your projects and programs make up your portfolio. But how much time do you actually spend on your projects, and how much time do you spend on emergency fire drills or waste through multitasking? This book gives you insightful ways to rank all the projects you're working on and figure out the right staffing and schedule so projects get finished faster. The trick is adopting lean and agile approaches to projects, whether they're software projects, projects that include hardware, or projects that depend on chunks of functionality from other suppliers. Find out how to define the mission of your team, group, or department, with none of the buzzwords that normally accompany a mission statement. Armed with the work and the mission, you'll manage your portfolio better and make those decisions that define the true leaders in the organization. With this expanded second edition, discover how to scale project portfolio management from one team to the entire enterprise, and integrate Cost of Delay when ranking projects. Additional Kanban views provide even more ways to visualize your portfolio.

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“...a well written and content rich book. From a teacher's perspective, using this book in an advanced project management seminar challenges students to understand the application of these concepts.” —Alexander Walton, PMP, IT consultant to the University of California at Berkeley Widely acclaimed as one of the top agile books in its first edition, Project Management the Agile Way has now been updated and redesigned by popular demand. This second edition is in a modular format to facilitate training and advanced course instruction, and provides new coverage of agile, such as hybrid agile methods, the latest public sector practices, and a chapter dedicated to transitioning to agile. It discusses the “grand bargain” between project management and business; the shift in dominance from plans to product and from input to output; and introduces new concepts such as return on benefit. Experienced practitioners and students that want to learn how to make agile work effectively in the enterprise should read this book. Individuals preparing for the PMI Agile Certified Practitioner (PMI-ACP)® examination, and training providers developing courses, will find this second edition quite helpful.

With the widespread growth of agile project management and agile development methods, we face challenges when these projects don't (or can't) provide us with our standard performance metrics for project health assessment and project portfolio management. Join Kevin Aguanno, a well-known expert on the agile methodologies, as he explains how project managers can adapt existing control systems (and incorporate the metrics provided by the agile methods themselves) to better track and control projects using these methods.

This open access book constitutes the proceedings of the 19th International Conference on Agile Software Development, XP 2018, held in Porto, Portugal, in May 2018. XP is the premier

agile software development conference combining research and practice, and XP 2018 provided a playful and informal environment to learn and trigger discussions around its main theme – make, inspect, adapt. The 21 papers presented in this volume were carefully reviewed and selected from 62 submissions. They were organized in topical sections named: agile requirements; agile testing; agile transformation; scaling agile; human-centric agile; and continuous experimentation.

This concise book is an effective source for understanding Agile Scrum development; why we use it and how it works. It will explain how work gets done in manageable iterations (sprints) and the team meetings that keep work on track (ceremonies). Also, since risk is a constant threat to any team-based project, managing risk in an Agile Scrum environment is specifically discussed. This book is for:

- New Agile Scrum team members.
- Team leaders - this book describes the foundation of Agile Scrum, which can save time getting team members on the same page.
- Trainer/Educator of Agile Scrum - this book clearly defines Agile Scrum in a structured way so that students can learn how to effectively serve on an Agile team to improve their marketability.

If you need to know Agile Scrum, this book will show you how to own it. Whether you will be commissioning, running, involved in the delivery of, or are just interested in the possibilities that program and portfolio management can bring, this hands-on guide will give you a good understanding of the subject. --

Business Driven Project Portfolio Management covers the top 10 risks that threaten project portfolio management success and offers practical alternatives to help ensure achievement of desired results. Written from a business perspective, it contains the executive insights, management strategy, tactics, processes and architecture needed for the successful

implementation, ongoing management, and continual improvement of project portfolio management (PPM) in any organization. Key Features: --Presents actionable tools, techniques and solutions to the top 10 PPM risks and execution difficulties that most organizations and program management offices (PMOs) face --Includes real case examples that organizations and PMOs of all shapes and sizes seeking to effectively management project portfolios will find beneficial --Shares insightful and practical advice from executives of leading PPM providers, coupled with the wisdom of highly experienced operational executives who manage PMOs, use PPM applications, and are responsible for PPM success --WAV offers downloadable PPM-related episodes of The PMO Podcast™, an executive overview presentation of the book's content, solutions to end-of-chapter questions for professors, and 100 practical tips for implementing PPM within your organization — available from the Web Added Value™ Download Resource Center at www.jrosspub.com

This book goes beyond the paint by numbers approach, transcending the "how" of project management to the "what" and "why," which is critical for leaders of change. — Dr. Joel B. Carboni, President and Founder, GPM Global and President, IPMA-USA Project Management beyond Waterfall and Agile presents a flexible, universal, and integrated three-dimensional model for managing projects, the Customizable and Adaptable Methodology for Managing Projects™ (CAMMPTM). By tailoring and customizing the model to a specific industry or organization and by adapting it to a function or project classification, this model

can be used to manage any project. CAMMPTM can also be used both in a traditional or an Agile environment. CAMMPTM integrates leading concepts on competence, processes, and sustainability. The model's three dimensions are project lifecycle, project management processes, and, finally, competence, sustainability, and best practices. The book explains how to integrate these dimensions to manage a project across the three dimensions and the project stages. CAMMPTM is a stage-gate process, which is vital for project success. The current state of practice in project management is not sustainable. The root causes of this problem include a lack of standardized processes, missing methods or methodological approaches, and no real organizational system for managing projects. This book introduces a system to address these shortcomings. It focuses on the elements of this system, which is a practical and systematic methodological approach for managing and delivering all types of projects. CAMMPTM integrates the best learning from the various global associations in the field. The book distills the experience and knowledge of a practitioner working in different roles for more than three decades on various types of projects of all sizes and complexities. It is a practical book by a practitioner writing for practitioners.

This book constitutes the proceedings of the 5th International Conference on

Lean and Agile Software Development, LASD 2021, which was held online on January 23, 2021. The conference received a total of 32 submissions, of which 10 full and 2 short papers are included in this volume. In addition, one keynote paper is also included. To live the agile mindset, the LASD conference focuses on highly relevant research outcomes and fosters their way into practice. Topics discussed in this volume range from teams under COVID-19 through women in Agile, to product road-mapping and non-functional requirements.

Flex your project management muscle Agile project management is a fast and flexible approach to managing all projects, not just software development. By learning the principles and techniques in this book, you'll be able to create a product roadmap, schedule projects, and prepare for product launches with the ease of Agile software developers. You'll discover how to manage scope, time, and cost, as well as team dynamics, quality, and risk of every project. As mobile and web technologies continue to evolve rapidly, there is added pressure to develop and implement software projects in weeks instead of months—and Agile Project Management For Dummies can help you do just that. Providing a simple, step-by-step guide to Agile project management approaches, tools, and techniques, it shows product and project managers how to complete and implement projects more quickly than ever. Complete projects in weeks instead

of months Reduce risk and leverage core benefits for projects Turn Agile theory into practice for all industries Effectively create an Agile environment Get ready to grasp and apply Agile principles for faster, more accurate development.

The all-inclusive guide to exceptional project management *The Fast Forward MBA in Project Management* is the comprehensive guide to real-world project management methods, tools, and techniques. Practical, easy-to-use, and deeply thorough, this book gives you answers you need now. You'll find the cutting-edge ideas and hard-won wisdom of one of the field's leading experts, delivered in short, lively segments that address common management issues. Brief descriptions of important concepts, tips on real-world applications, and compact case studies illustrate the most sought-after skills and the pitfalls you should watch out for. This new fifth edition features new case studies, new information on engaging stakeholders, change management, new guidance on using Agile techniques, and new content that integrates current events and trends in the project management sphere. Project management is a complex role, with seemingly conflicting demands that must be coordinated into a single, overarching, executable strategy — all within certain time, resource, and budget constraints. This book shows you how to get it all together and get it done, with expert guidance every step of the way. Navigate complex management issues

effectively Master key concepts and real-world applications Learn from case studies of today's leading experts Keep your project on track, on time, and on budget From finding the right sponsor to clarifying objectives to setting a realistic schedule and budget projection, all across different departments, executive levels, or technical domains, project management incorporates a wide range of competencies. The Fast Forward MBA in Project Management shows you what you need to know, the best way to do it, and what to watch out for along the way. Solutions for Agile Governance in the Enterprise (SAGE) is the essential guide to understanding, implementing, and perfecting Agile product development throughout your organization, from one of the leading experts in software and hardware project management and planning.

“We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation.” –From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of *Managing the Design Factory*; and leading expert on rapid product development Effective requirements discovery and analysis is a critical

best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In *Agile Software Requirements*, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the “big picture” of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to manage requirements Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams Part IV guides enterprises in developing Agile requirements for ever-larger “systems of systems,” application suites, and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You’ll find proven solutions you can apply right now—whether you’re a software developer or tester, executive, project/program manager, architect, or team leader. This book is designed to help project managers with a traditional, plan-driven project management background understand the challenges of implementing

agile and to develop a more adaptive project management approach. Content is organized into 5 sections: fundamental of agile, agile processes and tools, making agile work for business, implementing agile at the enterprise level, and case studies. It can be used to study for PMI's newly founded ACP exam. While agile approaches can be extremely effective at a project level, they can impose significant complexity and a need for adaptiveness at the project portfolio level. While this has proven to be highly problematic, there is little research on how to manage a set of agile projects at the project portfolio level. What limited research that does exist often assumes that portfolio-level agility can be achieved by simply scaling project level agile approaches such as Scrum. This study uses a complex adaptive systems lens, focusing specifically on the properties of projects as agents in a complex adaptive portfolio to critically appraise current thinking on portfolio management in an agile context. We then draw on a set of 30 expert interviews to develop 16 complex adaptive systems (CAS)-based propositions as to how portfolios of agile projects can be managed effectively. We also outline an agenda for future research and discuss the differences between a CAS-based approach to portfolio management and traditional approaches.

Managing large and complex organizations; balancing the needs of business-as-usual, new

products and services and business change; assuring risk across everything the business does; these are all core requirements of modern business which are provided by the discipline of portfolio management. The Handbook of Project Portfolio Management is the definitive publication that introduces and describes in detail project portfolio management in today's ever-changing world. The handbook contains the essential knowledge required for managing portfolios of business change with real-life examples that are being used by today's organizations in various industries and environments. The team of expert contributors includes many of the most experienced and highly regarded international writers and practitioners from the global project portfolio management industry, selected to provide the reader with examples, knowledge and the skills required to manage portfolios in any organization. Dennis Lock and Reinhard Wagner's definitive reference on project portfolio management explains: the context and role of the discipline; the practical processes, tools and techniques required for managing portfolios successfully; the capability required and how to develop it. The text also covers the recognized standards as well as emerging issues such as sustainability and environment. Collectively, this is a must-have guide from the leading commentators and practitioners on project portfolio management from across the world.

This is a comprehensive guide to Scrum for all (team members, managers, and executives). If you want to use Scrum to develop innovative products and services that delight your customers, this is the complete, single-source reference you've been searching for. This book provides a common understanding of Scrum, a shared vocabulary that can be used in applying it, and practical knowledge for deriving maximum value from it.

How-to guidance for defining and implementing a complex projectperformance environment

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Sharing his forty-five years of project management experience, best-selling author and industry guru Robert Wysocki presents a straightforward, enlightening, and pragmatic guide to help senior managers make the transition to an organization that profits and thrives on complexity. The first book to discuss practical project management mitigation strategies, *Executive's Guide to Project Management* presents easy-to-implement infrastructures and processes that will ensure the continued success of your organization and maximize your investment of every project. Collects in one resource all the relevant information for understanding and creating an environment for improved complex project performance A must-read for every member of your senior management team Shows you how to regain responsibility, take action, and skillfully handle complexity to mitigate risk and increase return on project investments It's time for your senior management team to take back control of your investments in projects and programs. *Executive's Guide to Project Management* shows you how to cultivate your part of the organization so that it can respond to a changing project environment with the infrastructure to support the project and program investment decisions.

Best practices for managing projects in agile environments—now updated with new techniques for larger projects Today, the pace of project management moves faster. Project management needs to become more flexible and far more responsive to customers. Using Agile Project Management (APM), project managers can achieve all these goals without compromising value, quality, or business discipline. In *Agile Project Management, Second Edition*, renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM, extending and refining it to support even the largest projects and organizations. Writing for project leaders, managers, and executives at all levels, Highsmith integrates the best project management,

product management, and software development practices into an overall framework designed to support unprecedented speed and mobility. The many topics added in this new edition include incorporating agile values, scaling agile projects, release planning, portfolio governance, and enhancing organizational agility. Project and business leaders will especially appreciate Highsmith's new coverage of promoting agility through performance measurements based on value, quality, and constraints. This edition's coverage includes: Understanding the agile revolution's impact on product development Recognizing when agile methods will work in project management, and when they won't Setting realistic business objectives for Agile Project Management Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance, project and iteration management, and technical practices Optimizing all five stages of the agile project: Envision, Speculate, Explore, Adapt, and Close Organizational and product-related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management The "Agile Triangle": measuring performance in ways that encourage agility instead of discouraging it The changing role of the agile project leader

The rules and practices for Scrum—a simple process for managing complex projects—are few, straightforward, and easy to learn. But Scrum's simplicity itself—its lack of prescription—can be disarming, and new practitioners often find themselves reverting to old project management habits and tools and yielding lesser results. In this illuminating series of case studies, Scrum co-creator and evangelist Ken Schwaber identifies the real-world lessons—the successes and failures—culled from his years of experience coaching companies in agile project management. Through them, you'll understand how to use Scrum to solve complex problems and drive

better results—delivering more valuable software faster. Gain the foundation in Scrum theory—and practice—you need to: Rein in even the most complex, unwieldy projects Effectively manage unknown or changing product requirements Simplify the chain of command with self-managing development teams Receive clearer specifications—and feedback—from customers Greatly reduce project planning time and required tools Build—and release—products in 30-day cycles so clients get deliverables earlier Avoid missteps by regularly inspecting, reporting on, and fine-tuning projects Support multiple teams working on a large-scale project from many geographic locations Maximize return on investment!

Portfolio management consists mainly of making decisions about which initiatives to undertake, which initiatives not to pursue, and which resources are to be allocated to which portfolio component. At least, that's how it is most commonly presented in textbooks and courses. Indeed, it is all of that, but it is also so much more. Portfolio management is, of course, about making these decisions, but, more accurately, it is about making them with the goal of creating value for an organization's wide population of stakeholders, both internal and external. This value is not only expressed in financial terms but also in social terms. The portfolio should create value for all stakeholders, who thereby support the portfolio organization and enable it to sustain itself. Portfolio management is about the realization of strategic vision, achieving a purpose, and developing an intelligent way of using resources to benefit stakeholders. This requires the ability to find a balance among the different dimensions of portfolio governance and among the constraints constantly shaping and reshaping the business environment. This is what portfolio management is truly about; this is what organizational management is about. The Four Pillars of Portfolio Management: Organizational Agility, Strategy, Risk, and

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Resources takes readers on a journey navigating the dimensions and constraints to be balanced and integrated as part of the portfolio and organizational decision-making process. By balancing the requirements of strategic alignment with the exposure to risk and by reconciling resource demands with capability, a portfolio manager can develop and sustain an organization despite the constant and dynamic evolution of the business environment. This book explains how to manage portfolios that create the agility all organizations require to survive and thrive.

In *Large-Scale Scrum*, Craig Larman and Bas Vodde offer the most direct, concise, actionable guide to reaping the full benefits of agile in distributed, global enterprises. Larman and Vodde have distilled their immense experience helping geographically distributed development organizations move to agile. Going beyond their previous books, they offer today's fastest, most focused guidance: "brass tacks" advice and field-proven best practices for achieving value fast, and achieving even more value as you move forward. Targeted to enterprise project participants and stakeholders, *Large-Scale Scrum* offers straight-to-the-point insights for scaling Scrum across the entire project lifecycle, from sprint planning to retrospective. Larman and Vodde help you: Implement proven Scrum frameworks for large-scale developments Scale requirements, planning, and product management Scale design and architecture Effectively manage defects and interruptions Integrate Scrum into multisite and offshore projects Choose the right adoption strategies and organizational designs This will be the go-to resource for enterprise stakeholders at all levels: everyone who wants to maximize the value of Scrum in large, complex projects.

To support the broadening spectrum of project delivery approaches, PMI is offering *A Guide to*

the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition as a bundle with its latest, the Agile Practice Guide. The PMBOK® Guide – Sixth Edition now contains detailed information about agile; while the Agile Practice Guide, created in partnership with Agile Alliance®, serves as a bridge to connect waterfall and agile. Together they are a powerful tool for project managers. The PMBOK® Guide – Sixth Edition – PMI's flagship publication has been updated to reflect the latest good practices in project management. New to the Sixth Edition, each knowledge area will contain a section entitled Approaches for Agile, Iterative and Adaptive Environments, describing how these practices integrate in project settings. It will also contain more emphasis on strategic and business knowledge—including discussion of project management business documents—and information on the PMI Talent Triangle™ and the essential skills for success in today's market. Agile Practice Guide has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

Agile portfolio management deals with how an organization identifies, prioritizes, organizes, and manages different products. This is done in a streamlined way in order to optimize the development of value in a manner that's sustainable in the long run. It ensures that a company provides their clients with the best value for their investment. A

good portfolio manager understands and follows the agile principles while also considering the various factors needed to successfully manage numerous teams and projects. The project management office of many organizations are faced with the reality of more and more agile deliverables as part of agile transformations, however they lack the knowledge to perform these tasks. Researchers and practitioners have a good understanding of project, program and portfolio management in a planned based perspective. They have common standards from Axelos, PMI and such, so they know the best practices. The knowledge of agile on a team level is fairly mature and the knowledge of more agile teams (scaling) are increasing. However, the knowledge of agile portfolio management is still limited. The aim of this book is to give the reader an understanding of portfolio management of a portfolio of agile deliverables, what the options are (theory), what we know (research) and what others are doing (practice). Many organizations in banking, insurance to name a few are in the middle of major agile transformations with limited knowledge of the practice. In this book, the author collects and analyzes common practices in various industries. He provides both theory and through case studies the practical aspects of agile portfolio management. Many companies and organisations are faced with a portfolio of projects that need to be managed effectively and successfully. This new book by leading practitioners introduces a framework and range of tools to enable the project portfolio to be strategically managed including establishing guidelines, prioritising, aligning projects

with strategy, balancing the portfolio and sustaining a change culture through continuous improvement.

Does your organization want to achieve success in prioritizing projects systematically, deliberately, and logically? Project Portfolio Management Tools and Techniques is written to demonstrate how to elevate your organization's project management thinking to the level beyond managing individual projects in a standalone fashion. This book is for those executives and other project professional who strive to have a formalized system of authorizing the right projects and abandoning the wrong projects, who desire to spend resources in the most efficient manner, and who want to have an actionable strategic plan for improving organizational project management sophistication. Project Portfolio Management Tools and Techniques deals with the full spectrum of project portfolio management (PPM) functions, from selecting projects through formalized portfolio management processes to facilitating the successful execution of projects through creating a formalized, project-friendly environment. This book will aid you in the implement of a PPM system, assist in gaining the necessary commitment from executive management, and provide guidelines for the modification of operational practices. Get ahead of the game by seeing a comprehensive project portfolio model that can help you establish yours successfully

* Winner of the 2015 Axiom Business Book Awards Bronze Medal for Philanthropy/Nonprofits. Practical Project Management for Agile Nonprofits introduces

nonprofit managers to the basic concepts of project management and provides dozens of templates to help you quickly implement practices to effectively manage your limited resources, financial and volunteer. The book emphasizes using appropriate project management practices, those that are not burdensome but rather agile in their approach. In keeping with this theme, the book explores how you can use social media to assist in the management of time-sensitive projects. You will learn how to apply just enough project management to:

- Be an active leader and a superior project manager;
- Respond with agility to change and the unexpected;
- Focus efforts on what truly matters;
- Recruit and engage a new generation of volunteers;
- Build a framework that ensures project success;
- Keep all stakeholders involved with the project satisfied.

The book also addresses nonprofit governance and shows you how project portfolio management can be used to assist in communicating with boards of directors and other governing entities when crucial resource decisions need to be made. Finally, real-world case studies on project planning, portfolio management, and volunteer-managed projects will show you how others have achieved project

Presents a step-by-step guide to effectively manage the computer software development process.

Join project management researcher-practitioners from Pennsylvania State University and the Stevens Institute of Technology as they go inside five different organizations from across the business spectrum in search of the answers. These dramatically

different organizations, which ranged from financial services and telecommunications, to technology and government-based R&D, all shared one thing: the reliance upon effective project portfolio management for their success. In this landmark study, researchers were granted unprecedented access to reams of internal project documentation and hours of one-on-one time with key personnel, from C-Suite and project management executives to front-line staff. This enabled the team to assemble the inside story of how project portfolios were actually managed in each of these organizations, and identify what worked and what didn't. Using this understanding and a comprehensive literature review as a foundation, they created an empirically grounded definition of project portfolio management effectiveness that can be applied to organizations of all kinds. They were then able to identify the five critical process, organizational, and human factors that impact project portfolio management effectiveness and propose common-sense criteria for accurately measuring it.

The popular guide to the project management body of knowledge, now fully updated Now in its seventh edition, this comprehensive guide to project management has long been considered the standard for both professionals and academics. With more than 32,000 copies sold in the last three editions, it has now been fully updated to cover the new PMBOK® Guide. Well-known expert Robert Wysocki has added more than 100 pages of new content based on instructor feedback, enhancing the coverage of best-of-breed methods and tools for ensuring project management success. With enriched

case studies, accompanying exercises and solutions on the companion website, and PowerPoint slides for all figures and tables, the book is ideal for instructors and students as well as active project managers. Serves as a comprehensive guide to project management for both educators and project management professionals Completely updated to cover the new PMBOK® Guide Examines traditional, agile, and extreme project management techniques; the Enterprise Project Management Model; and Kanban and Scrumban methodologies Includes a companion website with exercises and solutions and well as PowerPoint slides for all the figures and tables used Written by well-known project management expert Robert Wysocki Effective Project Management, Seventh Edition remains the comprehensive resource for project management practitioners, instructors, and students. (PMBOK is a registered mark of the Project Management Institute, Inc.)

Are you a leader who wants efficient and effective change - and to be rewarded for your success? This book helps drive fast, consistent internal innovation allowing your business to react positively to changes in the market. It explains how to create an agile, innovative organisation that learns from its own mistakes.

Agile development processes foster better collaboration, innovation, and results. So why limit their use to software projects—when you can transform your entire business? Written by agile-mentoring expert Jochen Krebs, this book illuminates the opportunities—and rewards—of applying agile processes to your overall IT portfolio. Whether project manager, business

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analyst, or executive—you'll understand the business drivers behind agile portfolio management. And learn best practices for optimizing results. Use agile processes to align IT and business strategy Adapt and extend core agile processes Orchestrate the collaboration between IT and business vision Eliminate wish-list driven requirements, and manage expectations instead Optimize the balance of projects, resources, and assets in your portfolio Use metrics to communicate project status, quality, even team morale Create a portfolio strategy consistent with the goals of the organization Achieve organizational and process transparency Manage your business with agility—and help maximize the returns!

This book is a practical guide for new agile practitioners and contains everything a new project manager needs to know to get up to speed with agile practices quickly and sort out the hype and dogma of pseudo-agile practices. The author lays out the general guidelines for running an agile project with the assumption that the project team may be working in a traditional environment (using the waterfall model, or something similar). Agile Development in the Real World conveys valuable insights to multiple audiences: For new-to-agile project managers, this book provides a distinctive approach that Alan Cline has used with great success, while showing the decision points and perspectives as the agile project moves forward from one step to the next. This allows new agile project managers or agile coaches to choose between the benefits of agile and the benefits of other methods. For the agile technical team member, this book contains templates and sample project artifacts to assist in learning agile techniques and to be used as exemplars for the new practitioner's own project. For the Project Management Office (PMO), the first three chapters focus on portfolio management. They explain, for the agilists' benefit, how projects are selected and approved, and why projects have an inherent

"shelf-life" that results in hard deadlines that may seem arbitrary to traditional technical teams. What You Will Learn: How and why the evolution of project management, from PM-1 (prescriptive) to PM-2 (adaptive) affects modern 21st century project management. How sociology (stakeholder management), psychology (team dynamics), and anthropology (organizational culture) affect the way software is developed today, and why it is far more effective A clear delineation of what must to be accomplished by all the roles (PM, BA, APM, Developer, and Tester), why those roles are needed, and what they must do Step-by-step guide for a successful project based on studies and the author's own experiences. Specific techniques for each role on the development team, both in the pre-iteration and iteration cycles, of product development. The appendices contain templates that the team could use or modify to tailor their own agile processes specific to the team, project, and organization. This book is intended to provide project management office (PMO) executives' practical information to promote enterprise Agile for business value compatibility within their organization. The primary benefit of this book is to promote a sense of common purpose and collaboration between the project delivery and the organization. Agile project delivery methods are adaptable to the emergence of unknown requirements identified in the later part of the project delivery lifecycle. The key success factor is direct business participation and collaboration to ensure that a business focus determines the output. Agile promotes innovation and creates synergies through a business focus viewing technology deployments as a catalyst for change rather than the final objective. Technology investments implemented through Agile processes result in improved market leadership, organizational alignment, and resource efficiency delivering competitive advantage.

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As a companion guide to portfolio management, this book is primarily grounded with the Standard for Portfolio Management -4th Edition. This book is designed for three primary audience groups: Business Executives, Portfolio Leaders and Practitioners, and Portfolio Thinkers.

This book is for senior executives who are on a mission to jack up the performance of their information-technology (IT) project portfolios, and who are no longer satisfied that established "best practices" are sufficient to achieve their organizations' business objectives. The authors cut through the confusion and zealotry of leading improvement approaches, and distill them down to a practical set of specific techniques you can apply for maximum benefit to your IT project portfolio.

Project Portfolio Management (PPM) provides the ability to significantly reduce cost, increase delivery efficiency, save revenue for priority investments, and more effectively employ an organization's workforce to strategically aligned initiatives. Deloitte Consulting LLP's PPM practice provides insights for technology and business leaders to better deliver for their respective businesses using PPM. PPM provides direct visibility into a leader's organization, thus providing the information required to lead and make decisions authoritatively. It can be applied to many industries at varying levels of organizational maturity. By focusing on people first, then on process-and viewing technology as an enabler-PPM can guide a business to maturity. If applied effectively, PPM helps one deliver value in the digital age. Clearly stated and supported by real-world examples, this book helps leaders wield the power of PPM! Project Portfolio Management (PPM) provides the ability to significantly reduce cost, increase delivery efficiency, save revenue for other investments, and more effectively employ the

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organization's workforce to strategically aligned initiatives. Deloitte Consulting LLP's PPM strategy team provides insights for technology and business leaders to better deliver for their respective businesses using PPM. PPM provides direct visibility into a leader's organization, thus providing the information required to lead and make decisions authoritatively. It can be applied to many industries at varying levels of organizational maturity. By focusing on people first, then on process—and viewing technology as an enabler—you can use PPM to guide your business to maturity. If applied effectively, PPM helps one masterfully command his or her organization. Clearly stated and supported by real world examples, this guidebook helps leaders wield the power of PPM!

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